

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D.C.

MINUTES OF A REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
APRIL 12, 1991, IN LISNER HALL  
ROOM 603

The meeting was called to order by President Trachtenberg at 2:23 p.m.

Present: President Trachtenberg, Vice President French, Registrar Gaglione, Parliamentarian Steinhardt, Berman, Burdetsky, Divita, East, Garriis, Giordano, Griffith, Gross, Gupta, Handorf, Harrington, Holmes, Infeld, Kahn, Kirsch, Moore, Park, Parke, Parrish, Robbins, Schiff, Spanogle, Vontress, Yezer, and Ziolkowski

Absent: Friedenthal, Keimowitz, Kenny, Leonard, Robinson, Rycroft, Trangsrud, and Walker

A brief recess was called in order for a group photograph to be taken of the Faculty Senate (1990-91 Session). After the photo-session was completed, the Senate proceeded to the next item of business.

APPROVAL OF MINUTES

The minutes of the regular meeting of March 8, 1991, were approved as distributed.

RESOLUTIONS

I. RESOLUTION 90/14, "A RESOLUTION ON PARKING"

On behalf of the Committee on Appointment, Salary and Promotion Policies, including Fringe Benefits, Professor Kirsch moved the adoption of Resolution 90/14. Professor Kirsch explained that for a very long time parking rates have been going up much faster than faculty salaries. The ASPP Committee thought very strongly that it was reasonable to propose a freeze on parking fees for a period of three years in order to allow faculty salaries to catch up. During the third year, a review of parking fees should be made by the administration, in consultation with the ASPP Committee, to determine if fees needed to be increased; however, such an increase should not exceed the percentage of faculty salary increases for that year.

Professor Park said that the policy of the Executive Committee over the last two years regarding resolutions, which have as a consequence either a loss of revenue or expenditure of resources, has been that they should be accompanied by some estimates of the monetary costs involved. When the resolution on parking came forward to the Executive Committee, it asked the ASPP Committee to be much more specific about its assumptions as to its costs and its benefits. The response of the ASPP Committee was that this is a policy matter and the Committee was not responsible for tying the proposal down to concrete numbers. Professor Park said that this is the kind of resolution that the Senate should not pass without some kind of cost/benefit study because what is being asked for in this resolution is a University subsidy for those faculty and staff who drive to work--a subsidy which presumably comes out of the total compensation package for all employees. On behalf of the Executive Committee, Professor Park moved that the resolution be referred to the Committee on Fiscal Planning and Budgeting for such analysis, and the motion was seconded.

Professor Yezer, Chair, Committee on Fiscal Planning and Budgeting, distributed a draft of a Substitute Resolution on Parking which he intended to offer if the motion to refer to the Fiscal Planning and Budgeting Committee failed. The Substitute proposed a lottery system that would provide benefits to both parkers and non-parkers by avoiding certain tax problems. It costs \$2,180 in pre-taxed GW revenue to pay a parker enough money to repay the University \$1,000 in parking fees. This is hardly a desirable situation. The lottery then would provide information on the shadow price of parking which would allow the University to decide whether the expenditure on parking was optimal or not. Professor Yezer said that the Substitute Resolution was in fact a revenue neutral proposal from the point of view of the University, and when one works out the arithmetic of approximately 50% parkers, there are gains to both those who park and those who don't park in expected after-tax income as a result of participation in the lottery.

Professor Griffith supported the motion to refer the parking resolution for further analysis. He noted he had received a number of communications from his colleagues who strongly objected to the unknown amount of subsidy proposed for some unknown number of employees of the University. These colleagues also objected to the antisocial element in possibly over-subsidizing people who drive their cars into the downtown area, causing further congestion and pollution.

A discussion followed by Professors Kahn, Gupta, Kirsch, Park, Spanogle, Griffith, Yezer, Dean Gross, and Vice President Katz.

The question was called on the motion to refer Resolution 90/14 to the Fiscal Planning and Budgeting Committee. The vote was 11-11. The President, as presiding officer, voted to break the tie in favor of referring the resolution to the Fiscal Planning and Budgeting Committee for further study. (Resolution 90/14 is attached.)

II. RESOLUTION 90/15, "A RESOLUTION TO PROVIDE RETIREMENT OPPORTUNITIES AND INCENTIVES FOR SENIOR MEMBERS OF THE FACULTY"

On behalf of the Committee on Appointment, Salary and Promotion Policies, including Fringe Benefits, Professor Kirsch moved the adoption of Resolution 90/15. Professor Kirsch explained that many of the faculty who have either recently retired or are considering retirement have voiced their concerns about feeling isolated from the University. This resolution would enable senior faculty who wished to retire early to maintain their relationships with the University by offering them part-time teaching opportunities and the use of various facilities at the University after retirement. As the resolution indicates, it asks the Vice President for Academic Affairs to work with the individual schools and colleges to devise plans that would be economically feasible and academically appropriate, allowing senior faculty who elect early retirement to continue their professional activities at the University.

Vice President French said that he assumed that this resolution did not involve the terms of financial arrangements regarding the election of early retirement by faculty members, and Professor Kirsch replied that it did not. Vice President French noted his concern that the procedures called for in the resolution would invite serious discrepancies among schools, in terms of the ability to provide office space, etc., the cost of which he assumed would be borne by the individual school budget.

Professor Park said that he thought the spirit of the resolution very wholesome, and the promise that there will be a net savings to the University by encouraging senior faculty to retire was realistic and would be useful to the schools. The idea of proposing school committees to plan this was constructive and would help the University to move forward in a way that would both serve the retiring faculty members in their continuing professional activity and realistically relate this to office space and budget. However, Professor Park said, the resolution calls for timetables for effectuation and implementation, and he was concerned that this was going to move the project more rapidly than the committees themselves could anticipate and that this might put an undesirable strain on scarce resources.

Professor Park then moved to amend the resolution by striking the third RESOLVING clause in its entirety, and by renumbering the fourth RESOLVING clause as "(3)" and striking the last two words, "for implementation," therefrom, so that the same would read: "(3) That the plans be forwarded to the Vice President for Academic Affairs by January 1, 1992." These amendments, Professor Park said, would get the program underway and would permit the schools to respond according to their own timetables. The motion was seconded. Professor Kirsch and the seconder accepted the amendment. A discussion was held by Professors Griffith and Kirsch. The question was called on the original motion, as amended, and Resolution 90/15, as amended, was adopted. (Resolution 90/15, as amended, is attached.)

III. RESOLUTION 90/16, "A RESOLUTION TO ESTABLISH FACULTY TASK FORCES ON AFFIRMATIVE ACTION/EQUAL OPPORTUNITY"

On behalf of the Special Committee on Affirmative Action/Equal Opportunity, Professor Frey, Chair, moved the adoption of Resolution 90/16. Professor Frey said that the Special Committee had held some 17 meetings and felt it had met the charge to the Committee as directed by the Faculty Senate. He said the resolution was self-explanatory, but if there were any questions, he and members of the Special Committee, who were present, would be glad to answer them.

Professor Kirsch said it seemed to him that affirmative action in its original form was to make certain that no one would be disadvantaged in applying for and obtaining employment. However, on page 2 of the resolution, the language specifically says that qualified women and minorities should be sought out for faculty positions. Professor Kirsch said that he did not think it was more important to seek out qualified women and minorities than it was to seek out qualified males and non-minorities. No discrimination should be tolerated, but to make special arrangements to find qualified women and minorities was in his view unnecessary and counterproductive to achieving the goal of excellence. Professor Yezer asked if the University's affirmative action policy complies with only the "minimum" that is required by law as stated in the fifth WHEREAS clause. He thought that University policy went well beyond the minimum required by law and that the Resolution stated University policy in a very unfortunate way. Professor Gupta, a member of the Special Committee, replied that the current affirmative action policy of GWU sets out the minimum that is required by law--it doesn't say the "minimum according to the law." In response to Professor Kirsch's statement about affirmative action, Professor Gupta said that Professor Kirsch was speaking about equal opportunity, not affirmative action. Equal opportunity



means that everyone who applies for a position must be given an "equal opportunity" for that position. On the other hand, he said, affirmative action means that the University should seek out qualified women and minorities so that they will know opportunities exist at this University. Professor Gupta said that the Special Committee was not suggesting in any way that the University give priority to these particular groups.

In response to Professor Yezer's question about the University's policy on affirmative action/equal opportunity, Annie Wooldridge, Assistant Vice President for Faculty Personnel and Academic Publications, explained that this document outlines the responsibilities for deans, department chairs, and academic units but does not set out any specific goals or targets or timetables for achieving them. The policy was audited a year ago and was found to be in compliance with federal regulations. She said that the policy meets more than the minimum requirements. However, because of the paucity of the number of qualified females and minorities at the University, she thought that it was important to do something more in trying to attract these people.

Professor Frey noted that the Special Committee was not representing the administration but rather the faculty in an effort to get the faculty involved in the recruitment process. In researching a series of Senate resolutions dating from 1960 to the present, which had been passed by the Senate, dealing with such issues as minority hiring, international students, and gay people, Professor Frey said that these were fine resolutions, but there seemed to be no follow-up action. That is the reason, he said, this resolution is recommending the establishment of task forces to get the faculty involved; the administration has probably done its work, but it was time for the faculty to do its own work.

Professor Yezer noted that Professor Gastwirth of the Statistics Department is a noted authority in area of affirmative action and equal opportunity. Based on Professor Gastwirth's work and his own research, Professor Yezer noted that there is a substantial gap between our internal discourse and the current state of scholarly literature on discrimination. He distributed a memorandum reflecting the results of this literature. From this study, Professor Yezer concluded the following: "We should perform the appropriate statistical tests when judging institutional effort in the equal opportunity area. Second, it appears that, given our local competition from government employment in the labor market, we will have to consider paying differentially higher wages in order to be successful in attracting and retaining qualified applicants--which brings us to the inevitable problem of fiscal planning and budget." Associate Professor of Law Jose Alvarez, a member of the Special Committee, pointed out that in researching this matter, the Committee found that it was not necessary to pay

more money to get good people, but rather a question of finding networks to locate qualified women and minorities.

Professor Vontress spoke in favor of the resolution. He said that this debate was very important because many observers have stated recently that they feel we are at the advent of the next great social revolution in this country, and we are here to educate students for the next century. He then asked the floor for Kyle Farmbry, President-elect of the GW Student Association.

Mr. Farmbry said that when he came to George Washington University he thought that this was a university where all would have the same opportunities; however, in listening to the debate today, he thought that quite the opposite was true. He thought that it was the same kind of resistance that he sensed on campus generally. He then distributed a petition signed by student leaders expressing their support for the resolution on affirmative action and equal opportunity. He said that next year the student leaders were indeed going to make diversity a very central theme in some of their programs and he invited the faculty to join them; if they chose not to do so, the students would go ahead with their own agenda.

Professors Holmes, Gupta, and Griffith spoke in favor of the resolution. A discussion followed by Professors Yezer, Garris, Vontress, Frey, Dean Burdetsky, and Vice President French.

The question was called on the original motion, and Resolution 90/16 was adopted. (Resolution 90/16 is attached.)

At this point, Professor Park asked for unanimous consent to alter the rules of order to take up at this time a portion of the Report of the Executive Committee concerning health insurance benefits, because Vice President Bortz, who would speak to the matter, had to leave the meeting early. No objections were made.

#### REPORT ON HEALTH INSURANCE BENEFITS

Before introducing Vice President Bortz, Professor Park, on behalf of the Executive Committee and as a member of the University Benefits Review Committee, provided some background information about the Benefits Review Committee's work regarding health insurance benefits. As is well known, medical insurance plans in the private and public sectors throughout the country were under very severe pressure resulting from radically escalating medical costs. In GW's case, Professor Park said that the Blue Cross/Blue Shield Indemnity Plan has taken a staggering increase in cost that will be reflected in premiums this year. The administration feels constrained by a very tight budget and will make the same

contribution this year as last, but will be unable to increase its contribution to the individual insurance plans. The Benefits Review Committee agreed to cut some benefits in order to try to reduce the increase in costs. There is also a redistribution of costs among the plans recommended by the Committee. These recommendations were going forward to the administration today. Professor Park said that these recommendations were not binding upon the administration and they were in a sense controversial, and that questions about them could be directed to Vice President Bortz. Professor Park said that it seemed to him that the administration was very open to the Benefit Review Committee's recommendations regarding changes or increases among the plans as the Committee thought best in providing the University with a plan that in its aggregate membership would attract people. Professor Park then introduced Vice President Bortz. Vice President Bortz made the following report:

I'd like to begin by reminding all of you that we are in fact a self-insured plan. That means that we collect premiums from individuals at the University and we apply premiums as part of our benefit package in health insurance. Together the combination of those premiums add up to the total amount of monies that we then turn over to Blue Cross/Blue Shield and our other carriers to provide the health care that we use. As a group program and a self-insured program, what we're talking about is that to the left and to the right of us are people who use health insurance--in the middle is a person who does not. We distribute the cost and the expense of those three people among all of them. The cost of our program in the past year, if we were to project out the next twelve months, would indeed be increased. The total increase in collected premiums would be \$3.27 million. That is to say that our usage of health care has increased by 26% during this past year. This is approximately the average increase of health care expense across the nation this year. However, the usage is not balanced. Nine hundred of our employees who are involved in the Blue Cross/Blue Shield Indemnity Plan, the deluxe program at the University, had an increase of approximately 137% in terms of the amount of premiums collected versus the expenses. Those people who are involved in the PPO have actually had a decrease in their usage. (The HMOs really do not figure into this calculation because they are community-rated. That is to say, their rates are based upon a much larger community, the entire Washington, D.C. area.)

I tell you this because one of the things that Professor Park indicated in terms of the struggle of the committee was to determine whether or not we are going to have these programs exist as 'each tub on its own bottom.' That is to say, should those people who choose to participate in the indemnity program pay the premium associated with the expenses in that program, or should there be some cost-sharing, as the Committee recommended to the administration. In other words, I'm going to take some money from Professor Park as a premium from him to apply to my program in paying for my expenses. So if this half of the room is on the indemnity program and the other half of the room is on the PPO program, we're collecting a premium from the PPO group to pay for the medical expenses that are being experienced by the indemnity group.

What this University experience in premium increases represents is a problem in our community and across the nation, not just at George Washington University. The questions we have struggled with (about where to apply the premiums) were energetically debated and, we believe, reasonably solved.

Vice President Bortz distributed a "draft" of the Group Health Insurance Plan Rates Comparison on Monthly Employee Contributions for 1990-91 and 1991-92. He explained the percentage increases associated with the premium increases of the various programs and the cuts in some benefits.

Professor Kirsch, a member of the Benefits Review Committee, said that the Committee thought that spreading out the costs seemed to be the reasonable approach to smooth-out premium increases. This year, the indemnity plan was the one which experienced a horrible increase; next year, it could be the PPO plan.

Professor Park said that there was no question but that a strong majority in the Benefits Review Committee approved the distribution of costs, but he was in the minority on the vote because he perceived it as a striking inequity. As everyone knows, members of one insurance plan enjoy shared benefits and shared risks with other members of that same plan. The problem between the PPO plan and the Indemnity plan is that the Indemnity plan members have medical options and benefits that the PPO plan members do not have and cannot take advantage of. Professor Park said that to transfer premiums from the PPO members to pay for the Indemnity plan members strikes him as a questionable equitable allocation. Professor Park said it seemed a startling inequity to say to members of the PPO plan that they will have to pay a higher monthly premium than is actually necessary so that those members who elect



to be in the deluxe indemnity plan will have their premiums reduced. One of the objectives of reflecting the true costs in each plan is to induce members to leave excessively expensive plans for a more economical one and to assume more risks for themselves. It is a tragic choice, Professor Park said, in the sense that no one can control the cost of medical care and he was certain that the University and the Benefits Review Committee were acting in good faith. However, he found it very difficult to tell his colleagues who have elected to assume lower benefits and higher risks by choosing the PPO plan that they must now contribute on an annual basis some \$1,340.00 to the colleagues who want a better indemnity plan. He suggested that anyone who shared his sentiment about the significant inequity of the proposed allocation of costs should send a memorandum to the President about it.

Professor Spanogle pointed out that when he spoke with the insurance people last year he was told that there would be two ideas that would be seriously considered before the next renewal. One would be an attempt to set separate rates for individuals, for couples, and for multiple person families because there was a large disparity between all three of those particular groups. From the information provided today, this was not done. The second idea was that free transferability from program to program would be allowed each year because each pool would bear its own costs and members would not be frozen into one program from year to year. Subsidization is not consistent with that idea, and might be used to inhibit free transfer. Professor Spanogle said that it appeared to him that what was now being done through subsidization was to induce employees to move into the high-priced plan because that was the one most subsidized. Because time was of the essence, Professor Spanogle said that he would move a resolution on this matter. The Chair ruled that Professor Spanogle could introduce his resolution under Introduction of Resolutions.

A discussion followed by Professors Kirsch, Park, Gupta, Yezer, Griffith, Kahn, Vice President Bortz, Dean Gross, Dean East, and President Trachtenberg.

#### RESOLUTIONS (CONT'D)

#### IV. RESOLUTION 90/17, "A RESOLUTION RECOMMENDING THE ESTABLISHMENT OF A UNIVERSITY PUBLICATIONS OFFICE"

Due to the late hour, Professor Parke, Chair of the Faculty Development and Support Committee, requested that action on this resolution be deferred until the May 10, 1991, Senate meeting. The request was approved.

INTRODUCTION OF RESOLUTIONS

I. Professor Spanogle asked that the following resolution be introduced for action by the Senate:

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the health insurance premiums of any class of contributors not increase at a rate higher than the percentage of faculty salary increases for that year, if during the preceding year the amount of premiums paid by that class was greater than the amount realized as benefits by that class.

The motion was seconded. Professor Gupta moved to suspend the rules in order to take up this resolution. The question was called, and the motion to suspend the rules was defeated.

II. Professor Berman, Chair of the Research Committee, distributed copies of A Resolution in Support of the Distribution of Indirect Costs from Sponsored Research Grants with accompanying Appendix. He asked that the resolution be introduced for action by the Senate, and moved that the rules be suspended in order to do so. The motion was seconded. The question was called, and the motion to suspend the rules was defeated.

REPORT BY VICE PRESIDENT AND TREASURER LOUIS H. KATZ ON FY 1991-92 PRELIMINARY BUDGET PROPOSAL

Due to the late hour, Vice President Katz agreed to postpone his report until the May 10, 1991, Senate meeting.

GENERAL BUSINESS

I. NOMINATION FOR ELECTION OF THE EXECUTIVE COMMITTEE FOR THE 1991-92 SESSION

On behalf of the Nominating Committee, Professor Infeld moved the nomination for election of Professor William B. Griffith (CCAS) as Chair of the Executive Committee for the 1991-92 Session. No nominations were made from the floor, and Professor Griffith was elected unanimously as Chair. Professor Infeld then moved the nominations for election of Professors Salvatore F. Divita (SBPM), William R. Felts, Jr. (Medical), Charles A. Garris (SEAS), William C. Parke (GSAS), Maximilian Pock (Law), and Clemmont E. Vontress (SEHD), as the other six members. No nominations were made from the floor, and the nominees were elected unanimously.

## II. NOMINATION FOR ELECTION OF FACULTY TO THE DISPUTE RESOLUTION COMMITTEE

On behalf of the Executive Committee, Professor Griffith moved the nominations for election of the following faculty to the Dispute Resolution Committee for three-year terms commencing May 1, 1991: Professors Joan K. Barber (Medical), Harvey B. Feigenbaum (CCAS), Robert Goulard (SEAS), Rita K. Ives (SEHD) and Roger E. Schechter (Law). No nominations were made from the floor, and the nominees were elected unanimously. Professor Griffith then moved the nomination for election of Associate Professor Roger E. Schechter (Law) as Chair of the Dispute Resolution Committee for a one-year term. Professor Schechter was elected unanimously as Chair of the Dispute Resolution Committee.

## III. NOMINATIONS FOR APPOINTMENT BY THE PRESIDENT TO ADMINISTRATIVE COMMITTEES

On behalf of the Executive Committee, Professor Griffith moved the nominations for appointment by the President to the following Administrative Committees: Judicial System: Nancy J. Belknap (Chair), Deborah Barthel-Caplan, Ward D. Maurer, Shahram Sarkani, and Laura S. Welch; University Hearing Board: Joseph Aschheim, Michael L. Donnell, Charles C. Shepherd, Jr. (faculty alternate), and Jarrett M. Wise (faculty alternate); Marvin Center Program Board: James F. Dinwittie; Marvin Center Governing Board: Joseph A. Greenberg, Nancy D. Johnson, Charles E. O'Rear, and Bradley W. Sabelli; Committee on Student Publications: Edward J. Cherian, E. Donald Driver, Faye S. Moskowitz, Jon A. Quitslund, Ann Romines, Jeffrey L. Stephanic, and George C. Stephens. No additional nominations were made from the floor, and the nominees were elected unanimously.

## IV. REPORT OF THE EXECUTIVE COMMITTEE

On behalf of the Executive Committee, Professor Griffith reported on the following items:

(1) As announced at the last meeting, the Executive Committee had appointed Professor Peter P. Hill as Special Mediator in a grievance of a faculty member in the College of Arts and Sciences; the grievance appears to have been resolved and will be withdrawn by mutual agreement; the Executive Committee extends its thanks to Professor Hill for his dedication and skill in resolving this matter.

(2) With regard to the Report of the Special Committee on the Structure and Function of the Faculty Senate, which was distributed to the Senate, this Report will be placed on the Senate's agenda after the administration has had an opportunity to respond to it; if the Senate members have any advice or suggestions, please forward them to Professor Manheim, Chair of the Special Committee.

(3) A Report has just been received by the Executive Committee from the Academic Vice President forwarding a Report of the Self-Study Committee on the Arts and Sciences which is being distributed to the Arts and Sciences faculties; after a period of comment, the President will forward to the faculties a proposal which may involve a restructuring of the faculties of the Arts and Sciences; at that point it becomes a matter where the Faculty Senate plays a consultative role in the proposed restructuring, and the Executive Committee will name a special consultant to advise the Executive Committee of any action it should take with respect to this matter; the name of the consultant will be announced shortly.

(4) A reminder that Annual Reports of Senate Standing Committees are due by the May 10th Senate meeting; Chairs are requested to note any continuing business which would be a matter for next year's committees; also those Senate members who are not returning as Chairs are asked to turn over their committee files to the new Chairs.

(5) The Joint Executive Committees of this year and next year will meet on April 19th to nominate the new chairs and memberships of standing committees; the Executive Committee would appreciate an expression of preference of Senate members who wished to continue as Chair of a committee or to Chair a different committee.

Professor Griffith then expressed his special thanks to the outgoing members of the Executive Committee--Professor Park, Professor Parrish, and Professor Rycroft--who served with great faithfulness and industry throughout the year. He also thanked the outgoing Senate members for their good service during the year, and extended his personal thanks to Professor Steinhardt for his valuable service to the Senate as Parliamentarian.

In closing, Professor Griffith thanked President Trachtenberg for providing coffee and cake for today's meeting, which marked the last meeting of the 1990-91 Senate session.



V. ANNUAL REPORTS

The Annual Report of the Committee on Athletics and Recreation was received and distributed with the agenda; the Annual Report of the Committee on Honors and Academic Convocations was distributed and received at the meeting. (The Annual Report of the Committee on Honors and Academic Convocations is attached.)

BRIEF STATEMENTS

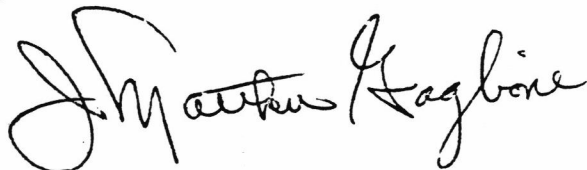
Professor Kirsch stated that this was his last Senate meeting. He said that it had been a pleasure serving on the Senate and that now he looked forward to watching from a distance.

Professor Ziolkowski, who had to leave early, asked that the following announcement be made: "To mark the US opening of the exhibition 'The Abbey of St. Gall: A Cultural Center' and the seventh centenary of the founding of the Republic of Switzerland, a conference entitled 'The Arts and Letters in Medieval and Baroque St. Gall Viewed from the Late Twentieth Century' will be held at the George Washington University May 13-15, 1991, with invited papers to be read by six European, one Canadian, and eight American scholars on manuscript illumination, Gregorian chant, Greek and Latin, medieval German, Baroque history, and the liberal arts in the abbey schools. For a conference program, contact James C. King, Professor Emeritus of German, Academic Center T508, George Washington University, Washington, D.C. 20052. There is no registration fee, but Coordinator King needs to learn in advance who is coming, to be able to provide adequate seating. The exhibition can be viewed on the lower level of Gelman Library from May 13 through June 7."

President Trachtenberg extended his thanks to the outgoing Executive Committee members and Senate members.

ADJOURNMENT

Upon motion made and seconded, President Trachtenberg adjourned the meeting at 4:43 p.m.

A handwritten signature in cursive script, reading "J. Matthew Gaglione".

J. Matthew Gaglione  
Secretary

[Any inquiries about this resolution should be directed to  
Professor Robinson, Chair, ASPP Committee, Ext. 4-7094]

A RESOLUTION ON PARKING (90/14)

WHEREAS, The George Washington University is a non-profit institution located in a high-cost metropolitan area, the providing of faculty/staff parking is viewed as a necessary condition of employment and parking fees should be maintained at nominal levels, and parking fees discourage faculty, especially those who use occasional parking, from coming in on non-teaching days; and

WHEREAS, a substantial portion of faculty and staff are dependent upon automobile transportation; and

WHEREAS, costs for providing parking and maintaining parking facilities have risen, the increases in parking rates for faculty/staff have exceeded annual salary percent increases; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That parking fees be frozen at the October 1, 1990, level for a period of three years and that the Administration conduct a review during the third year, in consultation with the Committee on Appointment, Salary and Promotion Policies, including Fringe Benefits; in the event that the decision is made to increase fees at that time, such an increase should not exceed the percentage of faculty salary increases for that year.

Committee on Appointment, Salary and Promotion Policies,  
including Fringe Benefits  
March 20, 1991

Referred April 12, 1991, to the Fiscal Planning and Budgeting Committee

[Any inquiries about this resolution should be directed to Professor Robinson, Chair, ASPP Committee, Ext. 4-7094]

A RESOLUTION TO PROVIDE RETIREMENT OPPORTUNITIES AND INCENTIVES FOR SENIOR MEMBERS OF THE FACULTY (90/15)

WHEREAS, upon retirement faculty at The George Washington University normally lose office space and equipment and the ability to easily continue pursuit of professional interests and interaction with colleagues; and

WHEREAS, until recently members of the faculty reached the age of mandatory retirement at the age of 65; and

WHEREAS, changes in federal law have raised that age to 70; and

WHEREAS, effective January 1, 1994, the Age Discrimination in Employment Act will preclude all fixed retirement ages for faculty; and

WHEREAS, it is in the interest of both the senior faculty and the University that faculty retire before teaching and research effectiveness becomes compromised; and

WHEREAS, it is important to the academic freedom of all of the faculty that changes in the Age Discrimination in Employment Act not be met with weakening of the tenure system so as to facilitate removal of tenured faculty; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

(1) That the Vice President for Academic Affairs direct each school within the University to appoint a joint committee of tenured faculty and administrators to devise a plan to make attractive, without coercion of any sort, the election of retirement by senior faculty who may wish to do so; and

(2) That these plans consider the possibility of offering part-time teaching opportunities, office space (shared, if necessary), telephones, writing equipment, access to libraries and other research assistance, parking, and such additional facilitation as the committees find to be economically feasible and academically appropriate; and

~~(3) -- That these plans include timetables for effectuation; and~~

~~(4)~~ (3) That the plans be forwarded to the Vice President for Academic Affairs by January 1, 1992. ~~for implementation.~~

Committee on Appointment, Salary and Promotion Policies,  
including Fringe Benefits  
March 20, 1991

Adopted, as amended, April 12, 1991

[Any inquiries about this resolution should be directed to Professor Frey, Chair, Special Committee, Ext. 4-6975]

A RESOLUTION TO ESTABLISH FACULTY TASK FORCES ON  
AFFIRMATIVE ACTION/EQUAL OPPORTUNITY (90/16)

WHEREAS, The George Washington University is a unique institution in Washington, D.C., not being associated with any church or government and can become a model for the future, building on our secular identity which encompasses an international faculty; and

WHEREAS, the Faculty Senate of The George Washington University recognizes the importance of fostering the same cultural diversity within the faculty that exists in society at large because such diversity will significantly enrich the academic and intellectual climate of the campus, make a positive long-term contribution to the problem of shortages of qualified people in areas critical to the national economy, and fulfill ethical and legal obligations of the institution; and

WHEREAS, developing a diverse faculty population which is truly representative of the nation is in the long-term interests of the University as it enriches its curriculum through diversity of perspectives and experiences, thereby enriching the educative experience of all; and

WHEREAS, encouraging diversity in the University is in the interest of our nation since diversity is at the heart of the opportunities for social and economic advancement of all and our University should serve as a model for other institutions; and

WHEREAS, the present affirmative action policy of The George Washington University sets out the minimum that is required by law, and the University has not, in the past, succeeded in recruiting and retaining significant numbers of minorities and women faculty; and

WHEREAS, all faculty actions must be initiated by the faculty concerned; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

That all academic units be, and are hereby, requested to establish task forces with specific objectives and strategies to deal with all of these issues, and report annually on their efforts to a permanent standing committee designated by the Executive Committee of the Faculty Senate; the function of the task forces will be to:



- (a) Conduct a thorough review of recruitment practices to determine how to encourage a greater number of women and minorities to be considered and hired in faculty and administrative positions, and subsequently provide annual reports of progress to the Faculty Senate; and
- (b) Seek out qualified women and minorities for faculty slots, including the possibility of visits at likely feeder schools, networking with minority institutions, participation in consortia to share resumes, the creation of a resume bank, possible involvement of adjunct faculty in seeking potential minority candidates, and other techniques that have shown success at other institutions; and
- (c) Hold seminars for their faculty to deal with the many forms of discrimination that can hamper the recruitment and retention of women and minorities; and
- (d) Examine their curricula to determine where topics that emphasize diversity can be incorporated in the core curricula; and
- (e) Examine their tenure and promotion practices to determine whether there may be subtle forms of discrimination present, and develop guidelines that recognize and foster diversity.

Special Committee to Formulate a Faculty Position  
on Affirmative Action/Equal Opportunity  
March 26, 1991

Adopted, April 12, 1991

[Any inquiries about this resolution should be directed to Professor Parke, Chair, Committee on Faculty Development and Support, Ext. 4-7225]

A RESOLUTION RECOMMENDING THE ESTABLISHMENT  
OF A UNIVERSITY PUBLICATIONS OFFICE (90/17)

WHEREAS, at present, there is no single office of the University responsible for collecting, publicizing, or distributing faculty internal reports; and

WHEREAS, the University as a whole and the faculty in particular would benefit by such an office; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

(1) That the Faculty Senate recommends the establishment of a University Publications Office having the responsibility for collecting, cataloging, publicizing, reproducing, and distributing faculty research in the form of internal reports; and

(2) That the University Publications Office would not preclude individuals or departments from distributing their own preprints.

Committee on Faculty Development and Support  
March 6, 1991

Withdrawal requested by the Committee on Faculty Development and Support; approved by the Executive Committee April 4/19/91.

REPORT OF THE COMMITTEE ON  
HONORS AND ACADEMIC CONVOCATIONS, 1990-91

The Committee met four times (Sept. 10, Oct. 8, Dec. 10, and Dec. 17)

The Committee discharged its responsibilities as follows:

1. Established committees for each of the public functions: Opening Convocation, Martin Luther King, Jr. Observance, Convocation Honors Convocation, Faculty Recognition Luncheon, and Graduation Weekend Activities
2. Appointed an Honorary degree ad Hoc Committee to screen approximately 50 nominations and make recommendations to the full committee
3. Processed and advised the president on nominations for honorary degrees for the Winter 1991 Convocation and four were awarded - Ella Fitzgerald, Claude Moore, James Brady, and Sarah Brady
4. Recommended a speaker for the 1991 Convocation - Ella Fitzgerald
5. Reviewed and endorsed the selection of honorary degree candidates for the May 1991 Commencement
6. Completed the development of a protocol for the nomination, selection and confirmation of speakers and honorary degree recipients for University Commencements and Special Convocations
7. Revised the nomination form that is used by those wishing to nominate candidates for honorary degrees and/or convocation speakers
8. A special Convocation awarding an Honorary Doctorate to Former President Ronald Reagan was held on March 28, 1991 with full support of this committee

### RECOMMENDATIONS AND ACTIONS TAKEN:

1. In response to the Chair of the Senate's request to review and define the Mission Statement for the Committee the following Mission Statement was recommended and approved by the Executive Committee of the Senate:

The Mission of the Honors and Academic Convocations Committee is to:

- a. advise the President on all nominations for honorary degrees
  - b. recommend the speaker for the Winter Convocation
  - c. establish committees for public events including:
    - Opening Convocation
    - Martin Luther King, Jr. Observance
    - Winter Convocation
    - Honors Convocation
    - Special Convocations
    - Luncheon for Emeriti and 25-Year Faculty
    - Graduation Weekend Activities
2. The committee recommended that two members of the Board of Trustees be added to the Honors and Academic Convocations Committee (approved by the Senate 2/91)
  3. The committee recommended that the two members from the Board of Trustees be voting members of the Committee (approved by the Senate 2/91)

For the Committee  
Dorothy A. Moore, Chair

### 1990-1991 Honors and Academic Convocations Committee

\*Chairman: Moore, Dorothy A., Education  
Anderson, David, Gelman Library  
Grub, Philip, D., Business Administration  
Gurne, Patricia D., Trustee  
Lingo, Jane T., University Relations  
Manatt, Charles T., Trustee  
Rashid, Martha N., Education  
Regnell, Joan R., Speech and Hearing  
Tidball, M. Elizabeth, Physiology  
Wade, Alan G., Theater and Dance

### ex officio:

French, Roderick S., Vice President for Academic Affairs  
Gaglione, J. Matthew, Registrar  
Holland, Sandy, University Relations  
Kaplan, Susan, Assistant to the President  
Kasle, Jill F., University Marshal

Liaison Member: Rycroft, Robert W.



THE GEORGE WASHINGTON UNIVERSITY  
Washington, D.C.

The Faculty Senate

April 1, 1991

The Faculty Senate will meet on Friday, April 12, 1991, at 2:10 p.m., in Lisner Hall 603.

AGENDA

1. Call to order
2. Short recess for the purpose of having a formal group photograph taken of the Faculty Senate (1990-91)
3. Approval of the minutes of the regular meeting of March 8, 1991
4. Resolutions:
  - (a) A RESOLUTION ON PARKING (90/14); Professor Lilien F. Robinson, Chair, Committee on Appointment, Salary and Promotion Policies (including Fringe Benefits) (Resolution 90/14 is attached)
  - (b) A RESOLUTION TO PROVIDE RETIREMENT OPPORTUNITIES AND INCENTIVES FOR SENIOR MEMBERS OF THE FACULTY (90/15); Professor Lilien F. Robinson, Chair, Committee on Appointment, Salary and Promotion Policies (including Fringe Benefits) (Resolution 90/15 is attached)
  - (c) A RESOLUTION TO ESTABLISH FACULTY TASK FORCES ON AFFIRMATIVE ACTION/EQUAL OPPORTUNITY (90/16) with accompanying Report; Professor John A. Frey, Chair, Special Committee to Formulate a Faculty Position on Affirmative Action/Equal Opportunity (Resolution 90/16 with Report are attached)
  - (d) A RESOLUTION RECOMMENDING THE ESTABLISHMENT OF A UNIVERSITY PUBLICATIONS OFFICE (90/17) with accompanying Report; Professor William C. Parke, Chair, Committee on Faculty Development and Support (Resolution 90/17 and Report are attached)
5. Introduction of Resolutions
6. Report by Vice President and Treasurer Louis H. Katz on FY 1991-92 Preliminary Budget Proposal

(continued)

7. General Business:

- (a) Nomination for election of the following nominees to the Executive Committee for the 1991-92 Session proposed by the Nominating Committee, Professor Mary M. Cheh, Chair: Professor William B. Griffith (CCAS), as Chair; Professor Salvatore F. Divita (SBPM), Professor William R. Felts, Jr. (Medical), Professor Charles A. Garris (SEAS), Professor William C. Parke (GSAS), Professor Maximilian Pock (Law), and Professor Clemmont E. Vontress (SEHD), as the other six members
- (b) Nomination for election of five faculty members and Chair to the Dispute Resolution Committee (nominations to be made)
- (c) Nomination for appointment by the President to various Administrative Committees (nominations to be made)
- (d) Report of the Executive Committee: Professor William B. Griffith, Chair
- (e) Annual Reports: Committee on Athletics and Recreation (report attached)

8. Brief Statements

9. Adjournment

A handwritten signature in black ink, appearing to read "J. Matthew Gaglione". The signature is fluid and cursive, with the first name "J. Matthew" and the last name "Gaglione" clearly distinguishable.

J. Matthew Gaglione  
Registrar

[Any inquiries about this resolution should be directed to  
Professor Robinson, Chair, ASPP Committee, Ext. 4-7094]

A RESOLUTION ON PARKING (90/14)

WHEREAS, The George Washington University is a non-profit institution located in a high-cost metropolitan area, the providing of faculty/staff parking is viewed as a necessary condition of employment and parking fees should be maintained at nominal levels, and parking fees discourage faculty, especially those who use occasional parking, from coming in on non-teaching days; and

WHEREAS, a substantial portion of faculty and staff are dependent upon automobile transportation; and

WHEREAS, costs for providing parking and maintaining parking facilities have risen, the increases in parking rates for faculty/staff have exceeded annual salary percent increases; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That parking fees be frozen at the October 1, 1990, level for a period of three years and that the Administration conduct a review during the third year, in consultation with the Committee on Appointment, Salary and Promotion Policies, including Fringe Benefits; in the event that the decision is made to increase fees at that time, such an increase should not exceed the percentage of faculty salary increases for that year.

Committee on Appointment, Salary and Promotion Policies,  
including Fringe Benefits  
March 20, 1991

[Any inquiries about this resolution should be directed to Professor Robinson, Chair, ASPP Committee, Ext. 4-7094]

A RESOLUTION TO PROVIDE RETIREMENT OPPORTUNITIES AND INCENTIVES FOR SENIOR MEMBERS OF THE FACULTY (90/15)

WHEREAS, upon retirement faculty at The George Washington University normally lose office space and equipment and the ability to easily continue pursuit of professional interests and interaction with colleagues; and

WHEREAS, until recently members of the faculty reached the age of mandatory retirement at the age of 65; and

WHEREAS, changes in federal law have raised that age to 70; and

WHEREAS, effective January 1, 1994, the Age Discrimination in Employment Act will preclude all fixed retirement ages for faculty; and

WHEREAS, it is in the interest of both the senior faculty and the University that faculty retire before teaching and research effectiveness becomes compromised; and

WHEREAS, it is important to the academic freedom of all of the faculty that changes in the Age Discrimination in Employment Act not be met with weakening of the tenure system so as to facilitate removal of tenured faculty; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

(1) That the Vice President for Academic Affairs direct each school within the University to appoint a joint committee of tenured faculty and administrators to devise a plan to make attractive, without coercion of any sort, the election of retirement by senior faculty who may wish to do so; and

(2) That these plans consider the possibility of offering part-time teaching opportunities, office space (shared, if necessary), telephones, writing equipment, access to libraries and other research assistance, parking, and such additional facilitation as the committees find to be economically feasible and academically appropriate; and

(3) That these plans include timetables for effectuation; and

(4) That the plans be forwarded to the Vice President for Academic Affairs by January 1, 1992, for implementation.

Committee on Appointment, Salary and Promotion Policies,  
including Fringe Benefits  
March 20, 1991

[Any inquiries about this resolution should be directed to Professor Frey, Chair, Special Committee, Ext. 4-6975]

A RESOLUTION TO ESTABLISH FACULTY TASK FORCES ON  
AFFIRMATIVE ACTION/EQUAL OPPORTUNITY (90/16)

WHEREAS, The George Washington University is a unique institution in Washington, D.C., not being associated with any church or government and can become a model for the future, building on our secular identity which encompasses an international faculty; and

WHEREAS, the Faculty Senate of The George Washington University recognizes the importance of fostering the same cultural diversity within the faculty that exists in society at large because such diversity will significantly enrich the academic and intellectual climate of the campus, make a positive long-term contribution to the problem of shortages of qualified people in areas critical to the national economy, and fulfill ethical and legal obligations of the institution; and

WHEREAS, developing a diverse faculty population which is truly representative of the nation is in the long-term interests of the University as it enriches its curriculum through diversity of perspectives and experiences, thereby enriching the educative experience of all; and

WHEREAS, encouraging diversity in the University is in the interest of our nation since diversity is at the heart of the opportunities for social and economic advancement of all and our University should serve as a model for other institutions; and

WHEREAS, the present affirmative action policy of The George Washington University sets out the minimum that is required by law, and the University has not, in the past, succeeded in recruiting and retaining significant numbers of minorities and women faculty; and

WHEREAS, all faculty actions must be initiated by the faculty concerned; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

That all academic units be, and are hereby, requested to establish task forces with specific objectives and strategies to deal with all of these issues, and report annually on their efforts to a permanent standing committee designated by the Executive Committee of the Faculty Senate; the function of the task forces will be to:



- (a) Conduct a thorough review of recruitment practices to determine how to encourage a greater number of women and minorities to be considered and hired in faculty and administrative positions, and subsequently provide annual reports of progress to the Faculty Senate; and
- (b) Seek out qualified women and minorities for faculty slots, including the possibility of visits at likely feeder schools, networking with minority institutions, participation in consortia to share resumes, the creation of a resume bank, possible involvement of adjunct faculty in seeking potential minority candidates, and other techniques that have shown success at other institutions; and
- (c) Hold seminars for their faculty to deal with the many forms of discrimination that can hamper the recruitment and retention of women and minorities; and
- (d) Examine their curricula to determine where topics that emphasize diversity can be incorporated in the core curricula; and
- (e) Examine their tenure and promotion practices to determine whether there may be subtle forms of discrimination present, and develop guidelines that recognize and foster diversity.

Special Committee to Formulate a Faculty Position  
on Affirmative Action/Equal Opportunity  
March 26, 1991

## **REPORT OF THE SENATE SPECIAL COMMITTEE ON AFFIRMATIVE ACTION/EQUAL OPPORTUNITY**

### **Preamble**

As mandated by the Faculty Senate in November of 1990, the Senate Special Committee on Affirmative Action/Equal Opportunity met on a weekly basis to review existing practices and procedures at the University for recruitment, selection, retention and promotion of women and minorities. In cooperation with the University's Advisory Committee on the Recruitment and Retention of Minority and Women Faculty the committee has reviewed past practices and procedures, assessed the current situation, and developed the attached resolution for consideration by the Senate.

### **Background**

The George Washington University seems unique in the greater Washington area in its character and in its potential for cultural and academic diversity through the increased presence of women and minority faculty. Like many institutions of higher education in the U.S.A., GW began with a religious affiliation; unlike many other Washington schools, we discontinued our religious affiliation in the 19th century. Reflecting this shift to secular status, the student population very slowly began to change to reflect greater cultural diversity.

Curricular reform, going back into the 1960's indicated the importance of cultural diversity in the curriculum. Many Senate resolutions, some going back a generation, indicate that the faculty through its senate representatives, wished to assure the rights of minorities and women faculty on this campus, and to recruit and retain women and minority faculty. Implementation of these resolutions has not always been as strong as it should be.

### **The Meaning of Cultural Diversity**

The George Washington University has the unique opportunity to be both a national and an international university. Its location in Washington, DC enables the University to draw students and scholars from the local region, from around the United States and from all over the world. Thus, GW has the opportunity to become a positive model for diversity. If we are to continue to draw students from many cultural backgrounds, the diversity on campus must be perceived as genuine and enriching and must be present in our faculty, curriculum and overall campus atmosphere. We must become a University committed to making connections at all levels and from many different perspectives. We must broaden our view of the appropriate areas for scholarship and remove barriers that prevent new ideas and voices from being heard.

Our goal should be to create a climate where different views can be exchanged and where different lifestyles and ethnic backgrounds are treated with respect. To this end we must recognize that the attitudes and compositions of the faculty set the tone for the rest of the University. We must commit ourselves to the idea that greater diversity will enhance and enrich the academic environment for everyone. We must carefully examine our recruitment and selection processes to ferret out subtle practices that are discriminatory. We must reassess our reward and retention mechanisms to take into account the many skills and strengths needed for a viable University as well as the needs of the individual. We must look carefully at ways to enrich the curricula by including dimensions from different cultures and perspectives. Finally, we must individually and collectively do some soul-searching and be prepared to participate in seminars to better equip ourselves to teach, do research and work collaboratively in the multicultural environment we seek to create.

### **Recruitment and Retention of Minority and Female Faculty**

Minority and female scholars in higher education frequently find that decisions about retention and tenure, in which their research output and capabilities are evaluated, are made entirely by majority male faculty members. They are made to feel that work focusing on issues that effect minorities and women warrants little scholarly respect. This creates undue pressure to compromise their research interests to conform with mainstream research.

Minority and female faculty members at predominately majority institutions are often socially and professionally isolated from colleagues, both minority and majority. They are isolated from majority colleagues due to existing social patterns that are hard to break and from minority colleagues due to small numbers. Often a sympathetic network of senior colleagues does not exist for junior minority faculty members, creating extreme psychological pressures. They are subjected to the same aggravating aspects of academic life without the usual compensating benefits that come from the intellectual and social stimulation of colleagues who share similar interests and outlook. They find it extremely difficult to break into the existing network.

A subcommittee of the University's Advisory Committee on the Recruitment and Retention of Minority and Women faculty recently reached the following conclusions with regard to minority and women faculty:

- (1) The treatment of women varies considerably from department to department ranging from the extremes of genuine collegiality to sexual harassment and discrimination.
- (2) Generally minority faculty experience isolation and often are asked to serve in extra capacities to provide racial/ethnic balance.

(3) In some departments - even in those which seem to be applying gender-neutral criteria for tenure and promotion - a "clubby," sexist atmosphere prevails.

(4) Neither the curriculum nor the faculty reflect the myriad contributions of women and minorities.

### **Special Problems of Female Faculty Members**

Since women constitute roughly 50% of the potential workforce, it is desirable that they enter and become productive in as many fields as possible. There are many disciplines where women are underrepresented for reasons which are mostly of psychological nature. In these fields female faculty members can be very effective by acting as role models and mentors for young women. It is therefore in the University's interest to recruit and retain such female faculty members.

Women faculty members share with their male colleagues all the usual challenges of academic life. There are however several challenges which are truly due to their gender. These deserve special consideration if women are to be given the same chance for success in academia as their male colleagues.

The most serious problems are due to the effect of childbearing on research productivity and therefore on the tenure decision. It is not realistic to expect young women to postpone their childbearing until after they are awarded tenure. If they choose not to wait, they are not likely to produce the same number of publications as their equally capable male colleagues. A simple solution would be to allow a female faculty member to stop her tenure clock for a period of 6 months to a year while she has her child. After this time she would be expected to resume her full load of research activity and no other special allowances at tenure time would be given. Thus this would not be a version of the "mommy" track advocated in some professions.

A second problem area is the occasional harassment and intimidation of female faculty by some male students and faculty. This may not be a problem which is unique to women; however, women are more frequently victims of such behavior. This can have very adverse effect on the professor's teaching effectiveness and again influence the tenure decision. The University must demonstrate that such harassment is unacceptable through strong, well-publicized policies for dealing with it, and punish it severely.

### **Special Problems for Minority Faculty**

National statistics, mirrored at GW, demonstrate a woeful underrepresentation of minority faculty in higher education. These studies have delineated a number of problems which contribute to this underrepresentation.

One problem for the minorities is the "superstar" phenomenon in which institutions seek minority scholars who are superstars when the existing faculty in general reflects a normal curve in terms of output and talent. Since superstars are in short supply, regardless of race, it is unrealistic to expect to increase minority membership of a faculty with significant numbers of people who are already superstars. Rather, institutions should commit themselves to providing support necessary to cultivate new scholars who will prove to be role models and leaders in the future.

Apart from these factors, which may be categorized as "unintentional" biases, there is the real problem of intentional bias and racism that can still exist under the protective cover of ambiguous, subjective, and informal anecdotal standards commonly used for hiring, promoting and making tenure decisions about faculty. These factors create an adverse climate for minority faculty members. The several highly publicized incidents at GW this year illustrate how potent the perception of racial hostility can be in creating a racially charged atmosphere detrimental to the social, intellectual, and ethical environment of the campus.

All of these issues need to be addressed head on if we are to make progress in significantly increasing the number of minority scholars in higher education. Formal mentoring programs, precise delineation of hiring and promotion criteria, research and travel support for junior faculty, and University level tenure review committees need to be seriously considered since they have proven to be successful in recruiting and retaining minority faculty elsewhere.

### **Future Implementation**

As other universities that have seriously confronted the problem have discovered, solemn resolutions to ameliorate the situation, however laudable, do not provide a solution. If this university is serious about increasing the numbers of minorities and women in its faculty ranks, it will not stop with establishment of a one-semester long Senate Committee and the on-going institutional audit conducted by the President's Advisory Committee. This Committee is of the view that success in this area can only be measured by demonstrated progress in the hiring and promotion of minorities and women. It would be a pity if two years from today the numbers of minority and women faculty have not significantly improved. To this end, this Committee recommends the institutionalization of the university's design for diversity through a permanent Senate Committee charged with implementation of a concrete plan with set timetables and marks of progress, over the coming years. Such a Committee would, in its initial months, evaluate the institutional audit now being conducted as well as any recommendations rendered by the President's Advisory Committee. The Senate Committee would then encourage and assist each department and school to establish a concrete plan that assures accountability for progress on recruitment and retention.



Relative to recruitment, the powers of this Committee would presumably include the right to insist on periodic reports from individual departments or schools detailing that department's or school's effort to recruit minority and women faculty, including efforts to determine the size of the available "pool" of potential faculty candidates as well as special efforts to expand the numbers of qualified minorities and women candidates. The Committee would also serve to advise to schools or departments on recruitment efforts which have proven effective either at George Washington or elsewhere. If necessary, the Committee could recommend faculty retreats or other methods which have been shown to be useful elsewhere. The Committee would also be entitled to a report from administration officials on what financial resources, if any, or other logistical support the university is extending or can extend over the coming years to assist this effort. As in other universities, the Committee may decide to recommend specific hiring goals for the university as a whole or individual departments or schools, taking into account the progress of other comparable universities as well as available pools of qualified candidates in different fields of study.

Additionally, the Committee could be linked to a Higher Education Affirmative Action Partnership of Greater Washington/Baltimore, representing both traditionally white and traditionally black institutions. An Affirmative Action Officer, independent of all member institutions could exercise oversight responsibilities in assessing member institutions practices and progress as mentioned above. This commission could also become the network for implementing innovative recruitment and retention strategies.

Recruitment strategies would include: (1) use of voluntary early or partial retirement slots as a means to create tenure-accruing, job sharing opportunities for new faculty (2) institution recruits women and minorities to fill the above tenure accruing positions on job sharing basis which is a job shared by two individuals in two of the commission institutions. An important and crucial side effect of this activity would be the natural creation of, as mentioned above, a sorely needed structure for mentoring incoming professors as well as facilitating career transition for outgoing professors.

On the issue of retention, the Committee may find it necessary to recommend that all departments or schools adhere to established, publicly known criteria for tenure and promotion and that more attention be paid to the establishment of mentoring programs for all non-tenured faculty. The Committee may find it necessary to scrutinize tenure standards or other practices for hidden biases which adversely affect the progress of minorities and female candidates and recommend appropriate changes to individual departments or schools. Since there is some indication that minorities or women may sometimes not be hired for fear that these individuals will not later meet tenure or promotion standards and schools do not wish to create for themselves difficult decisions, the Committee may examine the possibility of alleviating such pressures by, for example, permitting all tenure decisions to be appealed at the option of the candidate to a university-wide tenure committee that would include minorities and women.

Retention strategies would include: (1) providing for commission or university housing e.g. condos, apartments leased or sold to incoming new faculty (2) developing and conducting Minority Scholars Summer Programs, spotlighting faculty and prospective faculty.

The Committee would also continue to assess the university's progress on these and related issues, such as progress on developing cooperative learning environments, reporting as necessary to the Faculty Senate and recommending changes in the university's bylaws or other institutional changes if these are needed. The Committee should also serve as liaison with other faculty committees whose jurisdiction may be inter-related, such as the curriculum committee.

**Committee Chair**

John A. Frey  
Professor of Romance Languages, CCAS

**Committee**

Jose E. Alvarez  
Associate Professor of Law, Law School

James E. Feir  
Professor of Civil Engineering, Associate Dean, SEAS

Sandy Gibson  
Assistant Professor of Medicine, Medical School

Murli M. Gupta  
Associate Professor of Mathematics, CCAS

Gloria L. Horrworth  
Professor of Education, SEHD

C. Dianne Martin  
Assistant Professor of Computer Science, SEAS

Blaza Toman  
Assistant Professor of Statistics, CCAS

**Resource Persons**

Peter Keiller - SEAS Visiting Professor  
Clemmont E. Vontress - Executive Committee Liaison  
Annie Wooldridge - Faculty Personnel

[Any inquiries about this resolution should be directed to Professor Parke, Chair, Committee on Faculty Development and Support, Ext. 4-7225]

A RESOLUTION RECOMMENDING THE ESTABLISHMENT  
OF A UNIVERSITY PUBLICATIONS OFFICE (90/17)

WHEREAS, at present, there is no single office of the University responsible for collecting, publicizing, or distributing faculty internal reports; and

WHEREAS, the University as a whole and the faculty in particular would benefit by such an office; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

(1) That the Faculty Senate recommends the establishment of a University Publications Office having the responsibility for collecting, cataloging, publicizing, reproducing, and distributing faculty research in the form of internal reports; and

(2) That the University Publications Office would not preclude individuals or departments from distributing their own preprints.

Committee on Faculty Development and Support  
March 6, 1991

THE GEORGE WASHINGTON UNIVERSITY  
INTERDEPARTMENTAL MEMORANDUM

March 6, 1991

To: The Faculty Senate  
Fr: The Committee on Faculty Development and Support

Re: University Publications Office Resolution

In response to the questions asked by the Executive Committee, we have deleted reference to a particular office to house University Publications and added the last two paragraphs to this background report.

At present, there are no general guidelines or policy statements regarding the format of faculty research internal reports or preprints, nor any 'clearing house' for generating covers, cataloging, listing, or distributing papers to colleagues.

Many educational, research, and governmental institutions have an office responsible for internal publications. With such an office:

1. A periodic printed catalogue would be available from which outside researchers could order copies.
2. Internal reports would have a standard cover identifying the institution.
3. Printing services for internal reports could be housed centrally.

Electronic storage and reproduction of reports would make the cost of maintaining the facilities of such an office far lower than it would otherwise be. Moreover, those who order reports from a catalog can be charged for the cost of reproduction.

None of these services need exclude alternative means of internal publication, if particular departments or institutes wish to maintain their own such functions. In some cases, an author may wish to avoid the delay time incurred through the formalities of a 'George Washington University Internal Report'. Likewise, preprints of papers submitted to a journal often cannot be independently published elsewhere. However, individuals and departments may be advised on the format of preprint covers and reproduction methods.

Clearly, there are distinct advantages of such a publications office for both the faculty and the University.

Cost estimates to establish and run such an office vary, depending on the services rendered and the return expected. One should expect the need to support a staff worker at the administrative aide level at least half-time, and an investment in a workstation PC with a minimum of 320 MByte hard disk and attached laser printer (equipment cost of approximately \$5000., start up supplies: \$2000.) Faculty would submit hard copy of proposed University Publications and a diskette containing the text and graphics in an agreed upon set of optional standard formats, such as WordPerfect, TeX, and PostScript. The Publications Office would be responsible for creating and distributing a current catalog, establishing reasonable charges, and reproducing the manuscript with standard covers when requests arrive.

The University Publications Office has a natural home in the Office of Sponsored Research. However, staff in offices within the Gelman Library have expertise in many of the tasks required of a Publications Office, so that start-up time would be minimal.





THE  
GEORGE  
WASHINGTON  
UNIVERSITY

*Graduate Program in Genetics / Lisner Hall 307 / 2023 G Street, N.W. / Washington, D.C. 20052*

March 25, 1991

Annual Report : Committee on Athletics and Recreation

The Committee met on five occasions during the 1990-91 session and conducted the following business.

1. The Committee had informal discussions with the new head coaches in women's volleyball and men's basketball.
2. The Committee defined its role and, as a consequence of its discussions, recommended a change in the Committee's name to include the words "and Recreation" (Resolution #10),
3. The Committee was informed of major changes in the NCAA rules that were made at the January, 1991 NCAA convention. The impact that these changes would have on collegiate athletics, and how they might affect our own institution, was discussed.

Respectfully Submitted,

Joseph M. Campos  
Edward A. Caress  
Will Keyser (Student member)  
Craig W. Linebaugh  
Howard Opinsky (Student member)  
Charles E. O'Rear  
Donald Paup  
David A. Rowley  
Abbie O. Smith  
Jeanne E. Snodgrass  
Stefan O. Schiff (Chair)  
Pat A. Sullivan  
Herbert D. Weintraub  
John R. Wilkerson  
David S. Wilkinson

ex officio:  
Steven Bilsky  
Robert A. Chernak  
Mary Jo Warner